

105 Serial
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18 NOV 1967

The Honorable Charles L. Schultze
Director, Bureau of the Budget
Washington, D. C.

Dear Charlie:

I am writing in response to that portion of your letter of 27 October 1967 which relates primarily to my responsibilities for the intelligence community as a whole as distinguished from the Central Intelligence Agency. I share your belief that we must continue to review allocation of resources to meet over-all national intelligence needs and I agree with the importance you attach to the role of the Target Oriented Display (TOD). I believe that as we develop and refine the TOD, areas deserving particular study and evaluation will become increasingly easy to identify.

The problem which you suggest of ascertaining the real needs of the Government for information and the precise purposes which information serves is important and also complex. The work of USIB committees such as the GMAIC study on needs for ABM associated data, to which you refer in your letter, has been designed to help us in this connection. [redacted] of NIPE has described our attack on the Ballistic Missile problem to Mr. Fletcher. This study is another example of our efforts to clarify needs for information and also of an attempt to develop a model which, premised on agreed specific goals of intelligence activity in an important area, is designed to determine the "observables," observation or coverage of which will help us to achieve those goals and to evaluate the performance of the systems or activities best calculated to afford access to or coverage of these "observables."

Currently, in consultation with appropriate elements of the community, we are in the process of improving, modifying, and validating the conceptual approach and the methodology for this model in the hope that they can be applied to decision issues for FY 1969 and FY 1970. We believe that the process of community validation is a necessary step in the development of utility assessment studies.

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We also believe that a community-agreed conceptual approach and methodology are prerequisites to your proposed ABM study. I am referring your proposed terms of reference to the community as a first step in achieving this end.

At the same time, we must recognize that even a major effort is not likely to produce all of the results implied by your terms of reference in time to be useful during consideration of the FY 1969 budget. Recognizing the time urgency and the major fiscal implications of the ABM problem, we will attack this problem with high priority, keeping you or your designated representative informed of our progress. The focal point in my office will be the D/DCI/NIPE with [] as project officer.

Sincerely,

/s/ Richard Helms

Richard Helms

NIPE:JABROSS:dm (3/11/67)

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